



Engineering & Computer Science BITS

Faculty Moves Forward on Industrial Engineering

In mid-September the Faculty created a special committee within Mechanical Engineering with the mandate to propose a revised Industrial Engineering programme in line with the recommendations of the Canadian Engineering Accreditation Board (CEAB). The Dean contacted two external evaluators, Mr. Gérald Turp of Centre de recherche industrielle du Québec (CRIQ) and Dr. Peter Wilson of the Technical University of Nova Scotia, and asked them to serve as consultants to the Faculty in order to ensure that the CEAB recommendations are integrated into the proposed revised programme. The consultants visited Concordia on October 11, 1994. Both Mr. Turp and Dr. Wilson agreed that the proposed programme is a substantial improvement over the one evaluated by the CEAB last year.

The revised programme features four new courses in Industrial Engineering, the addition of laboratories to three existing courses, and the reclassification of two courses from the core courses to electives. In terms of resources, the revised programme will require some additional laboratory space and equipment and the hiring of another full-time professor. The Faculty has received a commitment from the Office of the Vice-Rector Academic for the space required to house the new laboratories. Capital costs for

the programme, estimated at slightly under \$200,000, will be provided by the Department of Mechanical Engineering and by the Office of the Dean. The new faculty member will occupy a position which is already available within the contingency of the department. In addition, to supplement the programme's core of full-time faculty, four professors within the Department of Decision Science and Management Information Systems (Faculty of Commerce and Administration), three of whom hold Bachelors in industrial engineering and the other in mechanical engineering, have agreed to share their expertise with this Faculty. It is expected that each will teach three credits per year in the Industrial Engineering programme.

The revised Industrial Engineering programme was approved by the Faculty's Undergraduate Programmes Committee on Thursday, October 20, 1994, and by Faculty Council on Friday, October 21, 1994. It will now be forwarded to the October meeting of Senate. It is hoped that the necessary changes will be approved by Senate in time to request an accreditation visit from the CEAB in February 1995. By adjusting their winter term schedules to the revised programme, students slated to graduate in May 1995 could have accredited degrees, provided the CEAB accredits the new programme during a February visit.

Engineering and Computer Science Bits Publication Schedule

We apologize for the delay in publishing this year's first issue of Bits. Subsequent issues will be published on the following dates:

November 21, 1994
December 19, 1994
January 20, 1995
February 20, 1995
March 21, 1995
April 19, 1995

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Lynn Bertuglia, P.E. Visits Faculty

Lynn Bertuglia knows what it takes to become a successful professional engineer. She is a Senior Project Manager at the American engineering firm Black & Veatch, a member of the Board of Directors of the National Society of Professional Engineers (NSPE), President-Elect of the Missouri Society of Professional Engineers and a Fellow of the Society of Women Engineers. On October 20 and 21 she visited Concordia to meet with members of the university community and discuss the results of two surveys she help to conduct on behalf of the NSPE.

Straight Talk: Communicating as a Professional Engineers

While a good part of Ms. Bertuglia's success can be attributed to the technical skills she developed throughout university and subsequent work experience, she says that technical ability is just a small part of what employers look for in young engineers. Speaking to a group of 100 engineering and computer science undergraduates at the Concordia Concert Hall on Thursday afternoon, she outlined the results of a NSPE survey which focused on the qualities engineering firms look for in entry-level employees. They include good judgement, leadership, technical skills, management ability and integrity. Topping the list, however, is an ability which many people generally do not associate with engineers: good communications skills. She told the audience that companies typically get about one hour to present proposals for multi-million dollar projects, "You have to get the client's attention fast and you have to keep it. And, since your clients are generally not well versed in technical terminology, you have to be able to talk to them in language which they can un-

derstand." Communications skills are even more important as corporations cut costs and downsize, she said. "Companies are looking for multi-dimensional people who can work in teams and sell the product to the client in a global market." Ms. Bertuglia encouraged students to use their time in university to develop these skills through class projects, design competitions and extra-curricular activities. "These activities," she ex-



Lynn Bertuglia (centre) talks with Faculty Dean, Donat Taddeo (left), and Corinne Jetté (right) before her Friday morning presentation.

plained, "are a great way to develop the professional skills you need in the workplace. Today's graduates must be both articulate and literate in order to succeed." At the end of her presentation, Ms. Bertuglia entertained questions from the audience. One student noted that the skills mentioned in her lecture were the same qualities corporations talk of when moving towards Total Quality Management.

The Glass Ceiling

On Friday morning, at her second presentation, Ms. Bertuglia told an audience from across the university that if they ever wanted ISO 9000 (Total Quality Management) certification over night to give the project to a woman. "It's a difficult process, but women seem to be

able to deal with its intricacies very well." It is also the type of "slay-the-dragon/prove yourself" opportunity which many women never get in engineering. In a study examining male engineers' attitudes towards their female colleagues, the NSPE discovered that while three-quarters of respondents believe that women have the same technical abilities as men, that over 50% held the negative bias that women were more likely to follow their husbands' career paths and that women were less likely to work overtime due to family commitments. One of the surprising attitudes that the survey uncovered was that most men feel protective of women in the workplace. While managers are willing to give male colleagues projects which might make or break their careers, they are much less likely to pass responsibility for these projects on to a female colleague because they do not want her to fail. "When women are not challenged in their careers," said Ms. Bertuglia, "they become

very dissatisfied and may eventually leave the workplace. Companies make large investments in training engineers. When someone leaves after two or three years it hurts. If someone leaves after ten years, in the prime of her career, it really hurts, and that is when a lot of women are leaving." To arrive at these results the NSPE surveyed 900 professional engineers across the United States. The results were published in the report, The Glass Ceiling and Women in Engineering, which is available from the NSPE at 1420 King St., Alexandria, Virginia, 22314.

Copies of Engineer Your Way to Success, the book on which Ms. Bertuglia's communications lecture was based are available for \$15 in the Dean's Office, H 907

Students Host Provincial Competition

From February 9-12, 1995 the Faculty's undergraduate students will be hosting the 11th edition of the Québec Engineering Competition (QEC). QEC was established in 1984 in order to provide a forum through which young engineers could showcase their talents both to industry and the public. This is the second time that Concordia has hosted QEC; the first was in 1987.

The QEC Organising Committee, which is responsible for all aspects of the competition, began its work during the summer. The members established contacts within the other Québec universities, set the budget, created posters and found a venue for the competition's social events. Because QEC is the regional preliminary to the Canadian Engineering Competition, some time was spent standardizing the rules and regulations for all the regional competitions across the country. The Organising Committee also developed the corporate package which will be used to solicit industrial support for the event and, most importantly, it initiated contacts with the Competition's patrons. Patrons are corporations which generously support QEC each year with expertise and donations of \$4,000 each. The patrons of this year's QEC are Hydro-Québec, Northern Telecom, Pratt & Whitney and l'Ordre des ingénieurs du Québec.

Organising Committee Vice-President, Persi Gesanidis, says that at the beginning of the summer the members of the Committee were not fully aware of the amount of work involved, but she is quick to add, "We have things under control now. Everyone in the University community has been very helpful. It's a great learning experience for us."

The committee is now getting ready for a major sponsorship campaign and team registration. Fifty teams are expected at the competition. They may compete in one of five categories - Entrepreneurial Design, Corporate Design, Explanatory Communication, Editorial Comment or Extemporaneous Debate - and are encouraged to develop their projects around the competition's theme "The Challenge of Tomorrow". Projects are judged by members of industry, who are generally provided by QEC sponsors and patrons. Winners receive a monetary award and go on to compete at the Canadian Engineering Competition which will be held on March 3 and 4, 1995 at the University of Alberta in Edmonton.

The members of the Organising Committee for the 1995 Québec Engineering Competition are:

Roberto Turriziano: President
 Persi Gesanidis: Vice-President
 Alain Ackad: Secretary
 Raul Manzano: Treasurer
 Talya Peimer: Rules & Regulations
 Makia Ahmed: Legal Affairs
 Maria Cinquino: Inter-University Affairs
 Francesca Ottoni: Banquets & Entertainment
 Dominique Godin: Activities Co-ordinator
 Andreea Iftimie: Marketing & Public Relations
 Daniel Dorval: Sponsorship Co-ordinator

For more information about the competition please contact the QEC Office at 848-2893 (phone), 848-4535 (fax), cqi1995@ALCOR.CONCORDIA.CA (email).

Faculty Contributes to Federal S&T Review

In February 1994, the Government of Canada announced its intention to launch a national consultation as part of a comprehensive review of its investments in the field of science and technology. The consultation included a series of regional conferences across the country, where participants from industry and academia were invited to discuss a number of issues related to scientific research and development for the next century. Organized by the Conference Board of Canada, in conjunction with Industry Canada, the Montréal Regional Meeting was held September 22 and 23, 1994. Professors from Concordia's Faculty of Engineering and Computer Science were invited to share their thoughts on building a federal strategy for science and technology that could advance Canada's role as a leading contributor in the development of knowledge in these crucial areas. Among the many topics discussed by delegates were: the use of natural resources, the development of environmental technologies, the impact of science culture on the quality of life in Canada, the information highway, the role of research centres and reduced levels of government funding for research.

The Regional Meetings were concluded at the end of September. The consultation process culminates in October with a National Roundtable in Ottawa. The government's new science and technology strategy will be published in early 1995.

The four faculty members from Engineering and Computer Science who attended the Montréal Regional meeting were: Drs. Tho Le Ngoc (Electrical & Computer), Bill Lynch (Electrical & Computer) and Sabine Bergler (Computer Science) and Prof. Corinne Jetté (Dean's Office).

Declaration of Principles and Procedures for Research Practice

The Arthurs, Cowan and Levi Reports raised serious issues concerning research publication, research supervision and contract research within the Faculty of Engineering and Computer Science. As a result, a consultation process took place within the Faculty over the summer. On July 7, 1994, a Roundtable Information Session was attended by members of the decanal team, the department chairs and four full-time faculty members from each of the five constituent departments of the Faculty. The group was presented with background information on research publication and recognition of contributions to research, on university policies relating to outside professional practice, on Article 24 of the Concordia University Faculty Association (CUFA) Collective

Agreement and on the contents of the University's Contract Research Handbook. There followed extensive discussions in four major categories:

1. Research publication practices;
2. Industrial contract research and Article 24;
3. Graduate student/supervisor relations;
4. Infrastructure support for research.

At a second Roundtable session, held on July 14, 1994, four sub-committees were formed in order to examine in closer detail the primary issues which had been raised during the Roundtable discussions. At the beginning of September, the findings of each sub-committee were synthesized into the *Draft Declaration of*

Principles and Procedures for Research Practice. This document was received by Faculty Council at its September meeting.

At the October meeting of Council, a revised version of the Declaration was tabled and accepted as a working document on research practice. It was noted at Council that the report by Sub-committee II: Industrial Contract research and Article 24 was particularly thorough (see summary below) and the members of all sub-committees were thanked for their input. The revised document was referred to a committee consisting of the sub-committee chairs (Drs. Kubina, Ramachandran and Suen and Prof. Hamblin) for further development and will return to Council in January 1995.

A summary of the report by Sub-Committee II: Industrial Contract Research

University professors must be capable of playing multiple roles in order to contribute to society through their efforts in the areas of education, research and technology transfer. At Concordia, the CUFA Collective Agreement defines the roles and provides the rules of conduct in Article 16, Duties and Responsibilities of Faculty and Article 24, Outside Professional Activities.

Article 24 encourages outside professional activities and clearly refers to paid professional consulting for organizations outside the University. It is less clear that certain activities should be considered "outside" activities for the purposes of Article 24: participation in technical or learned societies, organizing conferences, reviewing papers, writing and editing books and so forth. Unpaid collaborations with researchers at other institutions - academic, industrial and governmental - are encouraged by NSERC and fall within the scope of a faculty member's normal research duties. These co-operative ventures should not be considered "outside professional activities". Further, after careful examination of the role of contract research arranged through the university, the committee on industrial research concluded that such research should hold the same status as that associated with research grants, and hence should not be classified as an external activity.

The committee was fully supportive of the need to have research contracts executed with full accountability and visibility of transactions. It underlined the requirements of disclosing outside interests and of compensating the university for use of its equipment in the pursuit of these interests. At the same time, the committee emphasized that neither the Faculty nor the University has been noted for an enabling approach to research contracts, and any changes in reporting and accounting procedures should be designed to be useful to the investigator as well as to the administration.

Faculty Faces

Three of the Faculty's five departments are starting the 1994-95 academic year with new chairs.

Department of Civil Engineering

Professor Cedric Marsh



Prof. Marsh completed his B.A. ('44) in Mechanical Sciences at Cambridge University, England. He then worked at the Royal Aircraft Establishment for two years before joining the firm Structural and Mechanical Engineers Ltd., where he was Assistant Chief Designer in the design, development and testing of aluminium structures and prefabricated buildings. In 1952, he moved to Geneva, Switzerland, to work as Chief of Design at Aluminium Laboratories. Four years later he came to Montréal as a Senior Design Engineer with the Aluminum Company of Canada Ltd. In 1966, he was awarded his Masters degree from Cambridge and returned to academia as an Adjunct Professor in Civil Engineering at the University of Waterloo. Prof. Marsh joined the faculty at Concordia in 1969. After 25 years of service to the University, he retired from the Centre for Building Studies in May 1994 and was awarded the distinction Professor Emeritus. He is a member of several professional societies including l'Ordre des ingénieurs du Québec (OIQ) and the Canadian Society of Civil Engineers (CSCE). Prof. Marsh was appointed Acting Chair of Civil Engineering in August 1994.

Department of Electrical and Computer Engineering

Dr. Géza Jóos

Dr. Jóos graduated from Loyola College with a Bachelor of Electrical Engineering in 1972. After receiving his M.Eng ('74) from McGill University, he worked for three years as a design engineer specialising in electrical drives and traction equipment at Brown Boveri Canada (now ABB Asea Brown Boveri). In 1978, he became an Assistant Professor at l'École de Technologie Supérieure (ETS), where he taught in the Département d'électricité. Dr. Jóos obtained his Ph.D. from McGill and became a Full professor at ETS in 1987. The following year he joined the Faculty in the Department of Electrical and Computer Engineering at Concordia. During his time in academia, Dr. Jóos has continued to do external consulting in the area of traction and rotating equipment, primarily for ABB. Within the University, he is a member of the Inventions and Patents Committee, and the Complementary Studies Committee. He is also currently a member of the FCAR Grant Evaluation Committee. Dr. Jóos was appointed Acting Chair of Electrical and Computer Engineering in September 1994, replacing Dr. Jeremiah Hayes who is on sick leave.

Faculty Faces is a regular feature of *Bits* focussing on personalities within Engineering and Computer Science.

Department of Mechanical Engineering

Dr. Suong Van Hoa



Dr. Hoa obtained his B.Sc. in Mechanical Engineering at California State University in 1971. He then went on to complete both his Masters and Ph.D. studies at the University of Toronto. Immediately after receiving his doctorate in 1976, he joined the faculty in Concordia's Department of Mechanical Engineering. Since 1979, Dr. Hoa has been focusing his research in the area of composite materials. Through research and industrial contracts with companies such as CPF Plastics Ltd., Spar Aerospace and ABCO Plastics Ltd., he has established one of the leading composites research groups in Canada. In 1993, he became Director of the Faculty's newest research centre, the Concordia Centre for Composites. Dr. Hoa is also very active in other aspects of university life. He is the Department Coordinator for invited seminars in Mechanical Engineering, a member of the Faculty Research Committee and Chair of the Mechanical Academic Planning and Priorities Committee. In recent years he has also sat on the University Committee on Academic Services and the Task Force on Enhancement of Research.

Nine Professors Join Faculty

The Engineering and Computer Science community welcomes the following new professors to Concordia.

Centre for Building Studies

Dr. Reddy Malladi

Dr. Malladi completed his Ph.D. in Building Science in 1990 at the India Institute of Technology in Delhi. He has been a Post-Doctoral Fellow and Research Associate at CBS since 1990. His research focuses on building envelope performance and the durability of envelope materials. This term Dr. Malladi is teaching ENGR 211, Technical Drawing.

Dr. Hanqing Wu

Dr. Wu came to CBS after completing a Masters at the Peking University in Beijing, China. He obtained his Ph.D. at CBS earlier this year, while conducting research in the area of wind engineering. Dr. Wu is teaching ENGR 242, Statics.

Civil Engineering

Dr. Jean Drolet

After receiving his Ph.D. in Civil Engineering at Princeton in 1989, Dr. Drolet worked as a Hydrologist at S.S. Papadopoulos & Associates Inc., Environmental and Water-Resources Consultants in Maryland. He is the latest addition to Civil Engineering's growing expertise in Environmental Engineering. During the fall term, Dr. Drolet is teaching CIVI 465, Water Pollution & Control, and CIVI 467, Air Pollution and Control.

Electrical & Computer Engineering

Dr. Praveen Jain

After obtaining his Ph.D. from the University of Toronto in 1987, Dr. Jain worked for two years as Senior Space Power Electronics Engineer at Canadian Astronautics Inc. He then worked for four years as Technical Advisor to the Power Group at BNR. At Concordia he will continue his research in power electronics. Dr. Jain is teaching ELEC 318, Industrial Electronics during the fall term.

Mechanical Engineering

Dr. Wahid Ghaly

After receiving his Ph.D. in the Aeronautical and Astronautical Department at MIT in 1986, Dr. Ghaly worked at Pratt & Whitney Canada where he was involved in methods development for flow simulation in gas turbines. He is now working in the field of flow phenomena occurring in turbomachines using computational fluid dynamics methods. This term he is teaching EMAT 391, Numerical Methods, and ENGR 620, Fluid Mechanics.

Dr. Eliza Haseganu

Dr. Haseganu joined the Faculty after completing her Ph.D. at the University of Alberta in 1994. She is currently conducting research in the areas of solid and structural mechanics, dynamics and vibrations, numerical methods and biomechanics. During the fall term, Dr. Haseganu is teaching ENGR 242, Statics.

Computer Science

Dr. Hasan Jamil

Dr. Jamil completed his Ph.D. ('94) in the Department of Computer Science at Concordia after finishing a Masters at the University of Dhaka in Bangladesh. His current research in logic and object-orientation and databases involves joint projects with researchers at other universities in Canada, Italy and Sweden. This term Dr. Jamil is teaching COMP 353, Files & Databases, and COMP 451/651 Database Design.

Dr. Ferhat Khendek

Dr. Khendek joined the Faculty in the Department of Computer Science immediately after obtaining his Ph.D. at l'Université de Montréal. His current research interests include communications protocols and object-oriented concepts and languages. Dr. Khendek is teaching COMP 346, Operating Systems, and COMP 353/553, Files & Databases.

Dr. Manas Saksena

Dr. Saksena received his Ph.D. in Computer Science from the University of Maryland in 1994. During his studies he had the opportunity to work as a consultant in the area of hard real-time systems design in India. Dr. Saksena joined the Faculty in mid-September and will begin teaching in the winter term.

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News from Faculty Council September 1995

- Announcements from the Chair

-The Accreditation report from the Canadian Engineering Accreditation Board was received by the Faculty on June 30, 1994. All undergraduate programmes have been reaccruited, with the exception of Industrial Engineering. The Faculty is addressing the situation and is meeting with Industrial students in order to answer their concerns.

-The NSERC and FCAR freeze on research funds has been lifted. Discussions are being held with these organizations in order to provide funding for students who were under the supervision of Drs. S. Sankar, T.S. Sankar and M.N.S. Swamy.

-Prof. F. D. Hamblin, Associate Dean, Students Affairs, will leave the Dean's Office at the end of February 1995. On behalf of the Faculty, Dr. Taddeo thanked him for his many years of service.

-A Re-Evaluation Appeals Committee was struck. The members are Drs. Venkat Ramachandran (Electrical and Computer) and Bill Atwood (Computer Science) and undergraduate students Faisal Hanafi (Electrical and Computer) and Alan Reid (Mechanical).

- An updated version of the University's proposed Code of Ethics and the Report on the Task Force on the Evaluation of Teaching and the Teaching Dossier were received by Faculty Council. Both documents were referred to the academic units for comment and will be reconsidered at the October meeting of Council.

- The Recommendations Concerning

the Implementation of the Policy on Educational Equity and the Profile of the Position of the Vice-Rector, Institutional Relations and Finance were received by Council.

- Changes in the graduate curriculum for the 1995-96 academic year were approved by Council. The changes were generally editorial, however, one slot course, BLDG 690 - Project Cost Estimating, was added.

- The Graduate Ceremonies Committee forwarded a reminder to Council that the deadline for the nomination for Honourary Degree recipients is October 15, 1994. Dean Taddeo asked each academic unit to consider potential nominees.

- The Dean's Midterm Report was distributed to Council. (see summary page 8).

- The Draft Statement of faculty Principles of research, Publication practices, Infrastructure Support and Graduate Student/Supervisor Relations was distributed to Council. This document was referred to the academic units for comment and reaction. (see page 4)

Council Meetings 94-95

All meetings begin at 14h00 in room H769.

Friday, November 25, 1994

Friday, December 16, 1994

Friday, January 20, 1995

Friday, February 17, 1995

Friday, March 17, 1995

Friday, April 21, 1995

May 1995, TBA

TA Workshop

On Friday, October 7, 1994, more than 100 of the Faculty's tutors, lab instructors and markers attended a day-long professional development workshop on the topic of pedagogical skills. Through panel discussions and invited speakers, the morning session gave participants the opportunity to touch on several topics: the transition from a learning role to a teaching role, gender sensitivity in the classroom, the rights and responsibilities of TAs and different types of teaching and learning styles. In the afternoon, participants were able to focus more closely on one aspect of the TA experience by attending one of six workshops: Evaluating students' work, Effective classroom management, Preparing clear presentations, Communicating across cultures, Handling problem situations, and Survival skills for TAs.

Panelists and workshop facilitators from the Faculty of Engineering and Computer Science shared their personal experiences about interacting with students. Their presentations provided concrete illustrations about how to meet the needs of students in both classroom and laboratory situations. Two invited speakers addressed the morning plenary session. Ms. Sally Spilhaus (Sexual Harassment Office) commented on matters of gender and culture, and how these issues can create complex situations in the classroom. Dr. Ron Smith (Learning Development Office) spoke on the various types of learning and teaching styles which are defined by the personality types of individuals. Both presenters raised important issues that must be considered in any discussion of pedagogical methodologies. Their contributions, as well as the efforts of the faculty members and experienced TAs who gave their time to animate the workshop, were greatly appreciated by all participants.

Dean's Midterm Report: A Summary

Over the past four years, the Faculty of Engineering and Computer Science has been the object of intense scrutiny, comprehensive analysis and conclusive evaluation by bodies both internal and external to the University. These inquiries, and subsequent reports, have highlighted the strengths and weaknesses of the Faculty. Through the constructive collaboration and support of its staff, students, professors, chairs and members of the Decanal team, the Faculty has made every effort to address the issues which have been identified and to manage the recommended transformations of its programmes and structures in a positive manner. While the Faculty has been making concrete changes in its operations and mindset, it has continued to nurture and further develop the positive aspects of its culture - innovative programmes, excellence in research, industrial collaboration and a dedicated Faculty community. The support of the Concordia community in this exercise has been essential in sending a positive signal to the external industrial community.

The Faculty's objectives for the 1994-95 academic year are linked intrinsically to last year's objectives. In addition to managing the further transformation in the Faculty's academic and administrative affairs, these objectives will attempt to indicate certain parameters and paths to be explored and developed by the new Decanal team which will be in place June 1, 1995. The Faculty intends to continue the consolidation and innovation within its existing academic programmes. In 1993-94, all undergraduate programmes were reaccredited by the Canadian Engi-

neering Accreditation Board (CEAB) with the exception of the new programme in industrial engineering. The Faculty is currently working on modifying the programme with the view to requesting and accreditation visit in the Fall of 1995. It is also making every effort to accommodate those students who are slated for graduation during the period for which the programme is not accredited. In response to reports by the National Committee of Deans of Engineering and Applied Science, the Canadian Academy of Engineering, the National Research Council and the Natural Science and Engineering Research Council, the Faculty is working to bring industry and the University closer together both for the professional development of our students as well as for scientific research and development. Internally, the Faculty is redefining and clarifying the roles of Complementary Studies, the M.Eng and M.A.Sc. programmes, the relationship between the Faculty's academic units and our contributions to Continuing Education. The process of student recruitment and retention, both undergraduate and graduate, is being refined in cooperation the current student body. The Faculty is also examining the logistical problems of infrastructure, space and resource allocation.

The Faculty of Engineering and Computer Science has the potential to be a major contributor and innovator in the current technological and information revolution. At this midpoint in the transition to a new leadership team in the Faculty, what remains crucial is the need to focus not only on the weaknesses that have required improvements, but also on those

strengths that have sustained the growth and development of the faculty since its establishment. In preparation for the next academic year, a number of key issues have been identified and analysed; with the view to preparing a comprehensive summary of action items that have been completed, are in process, or remain to be resolved by the incoming administration. This status report will provide an up-to-date situation analysis of the current context in the faculty and will be presented to Faculty Council in the early spring of 1995.

Engineering & Computer Science Bits is a monthly publication of the Faculty's Communications Office. It is distributed, free of charge to the Faculty community.

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